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SPEAR

CHALLENGE COST SHARE AGREEMENT FOR A MARKET ANALYSIS STUDY ON THE NORTH KAIBAB AND TUSAYAN RANGER DISTRICTS, KAIBAB NATIONAL FOREST

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April 7, 1992

This paper was prepared as a student project in partial fulfillment of the requirements of the Professional Development for Outdoor Recreation Management Program at Clemson University. It in no way reflects USDA Forest Service policy nor are the opinions expressed those of anyone other than the author.

ABSTRACT

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TITLE: Cost Share Agreement for a Market Analysis Study for the North Kaibab and Tusayan Ranger Districts.

ABSTRACT: The North Kaibab and Tusayan Ranger Districts on the Kaibab National Forest receive intensive recreation use from visitors to Grand Canyon National Park. All current developed recreation facilities are full to capacity through the summer season. The Kaibab National Forest land management plan identifies the need to increase recreational facility capacity on both districts. The Forest needs to determine the types of recreation opportunities to provide to best meet visitor demand. A market analysis study was selected to collect information from visitors. This report reviews the conceptual basis for the market analysis study and presents the challenge cost share agreement developed with Northern Arizona University School of Forestry to conduct the study.

KEYWORDS: Market analysis, challenge cost share agreement, experience-based recreation

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Executive Summary

The North Kaibab and Tusayan Ranger Districts on the Kaibab National Forest receive intensive recreation use from visitors to the Grand Canyon National Park, All current developed recreation facilities are full to capacity through the summer season. The Kaibab National Forest land management plan identifies the need to increase recreational facility capacity on both districts. The Forest needs to determine the types of recreation opportunities to provide to best meet visitor demand. The purpose of this paper is to document the market analysis study development process resulting in a challenge cost share agreement.

A literature review was completed for this study investigating market analysis and experience-based recreation. Recently, the government sector has begun to adapt business-oriented marketing concepts to better meet their agency's goals. Knopf (1990) provides a simple, resource agency-related definition of marketing as, "Marketing has to do with creating a fit between people and their environment." The Kaibab National Forest has turned to marketing concepts to be able to respond to rapid changes in the internal and external environments of recreation resource management. Syme (1987) describes marketing as "...focusing on the changing needs of the user or customer and on providing those needs in an effective manner." We expect to find out for the first time what types of experiences our visitors would like to have on the Forest rather than visitors utilizing whatever opportunities we are able to provide.

For this market analysis survey project, the Kaibab National Forest will be focusing on the experience-based approach to recreation management. O'Sullivan (1991) contends that recreation providers are no longer merely providing facilities for recreationists to participate in activities, but that our users have shifted their desires to experiences. Driver and Tocher (1970) discuss recreationists motivations as "...psychological and physiological forces, motives, drives, etc., which cause the recreationists to pursue the...recreation experience." There are many motivations, or reasons for people to pursue recreational experiences. By asking our visitors why they have come to the Kaibab National Forest, we can understand which psychological or physiological needs they are trying to satisfy through a recreational experience. Lee (1991) combined the experience-based recreation concept with public sector marketing to develop a marketing approach for providing recreation oppportunities for visitors to a national forest in California. She utilized the desired recreation experience as the recreation opportunity "products" and market segments in developing a marketing strategy on the national forest.

The research studies reviewed in the literature review provide the conceptual and methodological basis for the Kaibab National Forest market analysis study. Following a review of the secondary sources of data available, we decided to conduct a primary research study. All of the currently estimated visitor characteristics and use patterns will be utilized in the survey and questionnaire design. We will use an on-site interview with mail-back questionnaire methodology. The general categories of questions we plan to include in the questionnaire design are: demographic characteristics; visitor satisfaction with existing facilities and management; ROS setting preferences; recreation activities; facilities and services preferences; estimated future use; local area expenditures; regional tourism travel; and preferences for

information and interpretation. A limitation to the on-site survey methodology is relying on the existing users as being representative of all users and the loss of including potential users in the survey. Also, with only one season of data collection, we will assume that conditions on the Districts will be typical of conditions during other years.

The study team selection process was a search for the acceptable balance between a highly qualified team to produce the best study, the ease of administrative procedures, and cost. University researchers available for the study are highly qualified in recreation research and have worked with the Forest Service thereby understanding our mission and programs. Also, the university was willing to contribute to the study expenses allowing the use of a simple challenge cost share agreement for a contracting document. The challenge cost share agreement in its entirety is included in this report.

The information gathered in this market analysis study will be used for a variety of management and business decisions affecting the future of recreation opportunities in northern Arizona. The challenge cost share agreement format allows a great deal of flexibility in study design and financial structure. The agreement is very easy administratively both in formulation and execution.

Introduction

The purpose of this paper is to document the market analysis study development process resulting in a challenge cost share agreement. Originally, a contracting document was considered to allow competition among potential bidders. However, a challenge cost share agreement was selected for the study due to several circumstances described below.

The North Kaibab and Tusayan Ranger Districts are located adjacent to the north and south, respectively, of Grand Canyon National Park (GCNP) in northern Arizona. To enter GCNP, most visitors drive through the Kaibab National Forest. The National Park Service and concessioned facilities in GCNP are full to capacity almost every night from mid-May to mid-October. Both Districts receive high recreation use from visitors travelling to northern Arizona to see the Grand Canyon and to visit the National Forests. Overnight facilities on the North Kaibab and Tusayan Districts were full almost every night for this same time period the past two years.

The Kaibab National Forest completed its land management plan (LMP) in 1988 documenting the need and long range plans for developing more recreation facilities. Planned facilities for the two districts include trails, trailheads, a winter sports concession, expansion of three special use permit lodges, and constructing two new campgrounds by the private sector. The Kaibab LMP documents that both the North Kaibab and Tusayan Districts receive more recreation visitors than can currently be accommodated with existing facilities. As a result, dispersed camping areas are sustaining resource damage and the quality of recreation experiences being provided is reduced.

While the Kaibab LMP identified a need for new recreation facilities, and included lists of facilities, no further details have been determined. The North Kaibab and Tusayan Districts need to identify the markets for recreation experiences thereby identifying the facilities needed to provide the desired recreation opportunities. The objectives of the market analysis study are:

- to identify current recreation markets for facilities and services utilizing an experience-based approach;

- to describe existing visitor characteristics; and,

- to project recreation markets for the next 15 to 20 years.

The study will provide the Kaibab National Forest with critical information to implement the LMP by identifying recreation visitor characteristics and markets. The market analysis study will allow the Forest Service to focus its recreation planning and limited funding on experiences that are desired by the public currently and in the near future. The information gathered in this study will also be used in updating the Kaibab LMP in the future.

Additionally, the Kaibab National Forest has initiated rural economic development efforts to assist the local communities in diversifying their timber-dependent economies. The market analysis will be used to help determine

the types of services to be provided by the public and private sectors and the location of those services.

The National Park Service recently initiated a general management planning process for the GCNP developed areas on the South and North Rims. One alternative being considered in this planning effort is to limit future development in the GCNP and focus developed services on the adjacent National Forest. The results of this market analysis study will be key in determining the appropriate mix of tourism services for both federal agencies.

Literature Review

Two topics, market analysis and experience-based recreation, were investigated as background for the development of this study. The information gained in the literature review will also be used in the next step of the planning process--that is, utilizing the market analysis data gathered in the study in developing a recreation management plan.

Market Analysis

Concepts in marketing are key to successful businesses and have been utilized in business for a very long time. Recently, the government sector has begun to adapt business-oriented marketing concepts to better meet their agency's goals. A business-oriented definition for marketing from Hisrich (1990) is:

> Marketing is the process by which decisions are made in a totally interrelated changing business environment on all the activities that facilitate exchange in order that the targeted group of customers are satisfied and the defined objectives accomplished. (p. 3)

Knopf (1990) provides a simpler, resource agency-related definition of marketing as, "Marketing has to do with creating a fit between people and their environment." Knopf (1990) goes on to identify "...the function of marketing is to produce an "environmental fit"-- where products are directed to those who might want them."

The Kaibab National Forest has turned to marketing concepts to be able to respond to rapid changes in the internal and external environments of recreation resource management. Syme (1987) describes marketing as "...focusing on the changing needs of the user or customer and on providing those needs in an effective manner." The first part of Syme's statement relates to the rapid changes in the external environment (e.g., technology, international travel, increased visitors from the older population segments), while the second part of his statement relates to the realities of the Forest Service internal environment, (e.g., limited budgets, lack of professionally trained recreation managers).

Williams (1988) illustrated in his report A Recreation Marketing Strategy for the Utah National Forests that the first step in a successful marketing program is identifying the mission, goals, and objectives of the organization. As in any planning effort, it is critical to first understand what you want to accomplish and identify your expectations. The Kaibab National Forest identified goals for the recreation program in its LMP and have set objectives for this study as described above. We also recognize that our recreation

program goals may change with the results of this market analysis study. We expect to find out for the first time what types of experiences our visitors would like to have on the Forest rather than visitors utilizing whatever opportunities we are able to provide.

Several authors (Hisrich 1990; Syme 1987; Carr 1990; and, O'Sullivan 1991) identify the next step in developing a successful marketing strategy as identifying the target markets for our products. O'Sullivan (1991) states that "...departments need to identify and analyze the specific needs, interests, expectations and lifestyles of user groups...to address the shift to quality experiences" from merely participating in activities. She further states that "...departments must be able to both identify and describe user groups...these groups personal preferences and perceptions form the basis for the manipulation of the marketing mix variables...which can't be determined without thorough knowledge of the users." (O'Sullivan, 1990)

Carr (1990) identifies a research program, through market analysis, as the key to successful marketing. He states that "...clear understanding of the visitors...requires detailed examination of the user's demographics and other characteristics." Carr further suggests the importance of focusing "...on psychographic factors including what motivates people to select a particular destination and what is the perception of a destination's image."

Therefore, there are many types of information to gather in a market analysis including user demographics, preferences, motivations, expectations, and perceptions. Each type of information is important to accurately define visitors' desired recreation experiences and to determine the experience opportunity products that will be offered.

Experience-Based Recreation

The field of outdoor recreation management has developed through stages of research focusing on activities recreationists choose for participation, to the social-psychological experience a recreationist seeks, to the benefits gained by an individual or society by having a recreation experience. For this market analysis survey project, the Kaibab National Forest will be focusing on the experience-based approach to recreation management. The Kaibab National Forest utilizes the Recreation Opportunity Spectrum (ROS) as a basis for recreation management planning and intends to tie the ROS experience types into the planning effort following the market analysis survey.

O'Sullivan (1991) contends that recreation providers are no longer merely providing facilities for recreationists to participate in activities, but that our users have shifted their desires to experiences. That the "...shift to searching for experiences is the latest thing for the service sector." O'Sullivan (1991) uses the booming growth of ecotourism as an example of experience-searching recreationists. She further contends that recreation providers "...must shift from providing facilities and programs to experiences...we are experience makers." (O'Sullivan, 1991)

Driver and Tocher (1970) define recreation as a "...human experience which finds its source in voluntary engagements which are motivated by the inherent satisfactions derived therefrom and which occur during non-obligated time." People have a wide variety of motivations to gain a recreation experience by

participating in a recreational activity. The activity participation becomes the means to satisfy a motivational desire. (Driver and Tocher, 1970)

Driver and Tocher (1970) also point out that most "...recreation resource allocation decisions have been based more on an intuitive "understanding" of the social worth of recreation opportunities than they have been on objective and systematically garnered knowledge." While resource managers do their best in resource decision-making, there is a definate lack of user characteristics or preference data utilized in the decision-making process.

Driver and Tocher (1970) further discuss recreationists motivations as "...psychological and physiological forces, motives, drives, etc., which cause the recreationists to pursue the...recreation experience." There are many motivations, or reasons for people to pursue recreational experiences. Humans have many psychological and physiological needs that are satisfied through recreation.

Driver (1977) developed an "...item pool for Recreation Experience Preference (REP) scales...to identify and quantify the relative importance of different psychological outcomes that are desired and expected from recreation participation." The scales were developed by reviewing studies where survey "...respondents were asked to rate the relative importance of the scale items as reasons for deciding to participate in a designated activity." Examples of scales are: reinforcing self-image; seeking stimulation; independence/autonomy; teaching/sharing skills; risk-taking; family togetherness; being with people; learning/discovery; relationships with nature; reflect on personal values; and, escape personal-social pressures. Forty-two separate scales are combined into 20 experience perference domains.

By asking our visitors why they have come to the Kaibab National Forest, we can understand which psychological or physiological needs they are trying to satisfy through a recreational experience. This user motivation information allows us to better respond in our management in providing recreational opportunities.

Driver and Brown (1975) suggest recreation opportunities provided by either the public or private sector are social goods or services. Recreation experiences may satisfy human needs generally provided by other social services, such as educational systems or health services. The Forest Service can provide recreational opportunities satisfying some of the same needs as other social services. Interpretive services and hiking or mountain biking trails are examples of these types of services.

An important concept built into the ROS system is that users have preferences and make choices about pursuing recreation activities (Driver and Brown, 1978). As part of a recreation delivery system, we provide recreation opportunities for users to choose from. A recreationists' motivations become the basis for their choices or preferences for a particular experience.

A recreationists' freedom of choice also implies the need for a diverse supply of recreation opportunities be provided (Driver and Brown, 1978). Driver and Brown (1978) suggest three criteria to define a recreation opportunity spectrum: "...an array of activity opportunities;...a diversity of experience opportunities which vary in nature;...and characteristics of the environmental

settings that are appropriate for the different type of activities and experience opportunity." Clark and Stankey (1979) further this concept by suggesting that "...people must make choices about activities in which to engage, settings in which to recreate, and kinds of recreation experiences to seek," These authors identify the environmental setting as an integral part of the recreation experience. Driver et al. (1987) identify three components of the ROS as activity, setting and experience opportunities.

Several studies have been conducted to test the theories and concepts in the ROS. Four of these studies were reviewed for this report.

Brown and Haas (1980) studied the wilderness recreation experience for psychological outcomes gained by users in Colorado. Their focus was to utilize the psychological outcomes to type the users into groups seeking different experiences. Brown and Haas (1980) successfully identified five types of users seeking different psychological outcomes from their wilderness experience.

Manfredo, Driver and Brown (1983) tested the relationships between desired experience, activities, and settings for wilderness recreationists in Wyoming. They successfully segmented wilderness recreationists into experience groups that differed on the activities and attributes of the settings they preferred.

Virden and Knopf (1989) examined the nature and complexity of the relationships between recreation activity styles, desired psychological experiences, and preferred environmental settings for summer visitors to a recreation area in southwestern Colorado. They included four activity types in the study: hiking; camping; four-wheeling; and angling. Virden and Knopf (1989) concluded for their study "...that some desired experiences are more activity-dependent, while others are more setting-dependent." Additionally, "...desired experiences for a given activity might be independent of environmental setting, while for other activities those same desired experiences might be setting-dependent." While Virden and Knopf (1989) were not able to identify consistent, predictive relationships between activities, desired experience, and environmental setting, they did determine that these three variables are related and support utilizing the concepts in recreation planning.

Lee (1991) combined the experience-based recreation concept with public sector marketing to develop a marketing approach for providing recreation opportunities for visitors to a national forest in California. Lee (1991) utilized the desired recreation experience as the recreation opportunity "products" and market segments in developing a marketing strategy on the national forest.

> The diversity in recreation opportunities available on the Inyo National Forest and the potential diversity among visitors and their recreation experience preferences provide the opportunity to identify and segment recreation users based on experience preferences for use in a marketing plan designed to better satisfy the needs of a potentially diverse consumer market. (Lee, 1991, p.54)

The first part of Lee's study was to identify the market segments of users based on their desired recreation experience. Further statistical analysis for each market segment then identified the most appropriate methods for the marketing plan, such as targeting information, services, and promotional

materials toward each segment. Differences between segments were identified for recreation activity participation, socio-demographic characteristics, and sources of information. Lee (1991) then suggests a marketing approach for the Forest Service utilizing information gained in the research study.

Study Approach

The research studies described above provide the conceptual and methodological basis for the Kaibab National Forest market analysis study. Following a review of the secondary sources of data available, we decided to conduct a primary research study. Secondary data is available from state-wide surveys, such as the Arizona State Comprehensive Outdoor Recreation Plan (SCORP)(Arizona State Parks, 1989), or from local survey efforts in the Grand Canyon National Park (GCNP)(Gramann, in process). The participation survey conducted for the SCORP is a statewide telephone resident survey focusing on activity-based recreation. The visitor survey currently being conducted at the GCNP focuses on National Park Service park-specific issues to be utilized in their general management planning efforts. While both of these surveys will provide useful information for the Kaibab National Forest recreation planning efforts, neither study will provide specific data on Forest users.

Visitor Survey

As mentioned earlier in this report, the North Kaibab and Tusayan Districts are adjacent to the north and south of the GCNP. Many National Forest visitors come to northern Arizona to see the Grand Canyon. Being located in close proximity to this international attraction provides very diverse visitors and challenging management issues. Both Districts tend to provide "overflow" areas for Park visitors. Generally, the Forest Service strategy is to develop facilities to accommodate the increasing number of visitors, and provide services to enhance the visitors' Forest recreation experience.

The majority (estimated 85 percent) of Forest visitors are non-Arizona residents including 10 to 25 percent international visitors. The North Kaibab District is remote with Las Vegas a four hour drive, and Phoenix and Salt Lake City six hour drives. The use seasons are different for the two districts; Tusayan heaviest use is April to November, North Kaibab heaviest use is May to October. A wide variety of ROS experience types are available on the Districts ranging from rural to primitive classifications. The majority of the Districts is classified roaded-natural due to high road densities. Currently, recreation services are provided by the Forest Service, special use permittees, private land owners, and a non-profit interpretive association. All types of recreational activities are available on the Districts. The most popular are probably scenic driving, camping, hiking, and hunting.

All of the currently estimated visitor characteristics and use patterns will be utilized in the survey and questionnaire design. We will use an on-site interview with mail-back questionnaire methodology. Visitors will be asked a few simple questions about their group size, willingness to participate in the survey, and name and address.. They will then be given a questionnaire and stamped envelope. The visitors will be asked to complete the questionnaire after their visit to the District, and mail it to the project lead at Northern Arizona University.

A separate random sample will be collected for each District. Two questionnaires will be developed, one for each District. We plan to conduct the survey from May to October in order to include some "shoulder" season users and big game hunters. We will attempt to include the international visitors in the survey, although their involvement will be limited to English-speaking visitors.

The general categories of questions we plan to include in the questionnaire design are: demographic characteristics; visitor satisfacton with existing facilities and management; ROS setting preferences; recreation activities; facilities and services preferences; estimated future use; local area expenditures; regional tourism travel; and preferences for information and interpretation. A modelling approach will be utilized to estimate the future use projections. Copies of the on-site and mail-back questionnaires are included in Appendix A and B of this document.

A limitation to the on-site survey methodology is relying on the existing users as being representative of all users and the loss of including potential users in the survey. We will not be able to identify the latent demand for recreation on the districts. Also, with only one season of data collection, we will assume that conditions on the Districts will be typical of conditions during other years. One concern on the North Kaibab is the reduced quality of visitor information services while a new visitor center is under construction. Visitor information services have been provided at the major highway intersection leading to the North Rim of GCNP for 10 years. The temporary downgrade of service may influence the data collected by users identifying this type of service as needed. Any long-term emergency situation such as a wildfire or law enforecment incident cannot be predicted and may impact the recreational visitors use patterns.

University Research Team

The study team selection process was a search for the acceptable balance between a highly qualified team to produce the best study, the ease of administrative procedures, and cost. We were looking for a study team that understood our mangement issues, concerns, and mission. The study team needed to understand the ROS experience types and how the Forest Service utilizes it in management. The team also must be knowledgeable in survey research methods including questionnaire design and data analysis.

We were pleased to identify a team of highly-qualified outdoor recreation researchers at two nearby universities; Northern Arizona University, and Arizona State University. The four-member team includes a former Forest Service Experiment Station recreation researcher, a Ph.D. graduate that completed her dissertation study conducting a similar market analysis study for the Inyo National Forest, a tourism researcher specializing in computer modelling and use projections, and a researcher specializing in ROS research focusing on linking desired user experience types to the physical and managerial settings. All of these team members have conducted visitor surveys for the Forest Service or other land management agencies.

On the administrative side, we had National Forest System appropriated dollars designated for the project that could be spent a variety of ways. We could issue a Request for Proposals, select a team, and then issue an

architect/engineering services contract. This process is lengthy, complicated, and eliminates universities and big businesses from consideration. A cost-share agreement could be negotiated with any type of entity; business, non-profit corporation, or University, to complete any type of service or product. The Forest Service and the agreement participant share the cost of the project.

The availability of this team of highly qualified recreation researchers and the University's willingness to contribute to the cost of the study made our decision quite easy. We negotiated a cost-share agreement with Northern Arizona University.

A few words of caution in using a cost share agreement for this type of study are needed. The scope of work or responsibilities of each party are usually not as detailed or specific in a cost share agreement as in a contract. It is very important to have the expectations and responsibilities of both parties clearly stated for a successful project. Since a cost share agreement is negotiated, it is important that the Forest Service have a clear understanding of the project they want to direct the project team to a high quality product.

Challenge Cost Share Agreement

The most recent Forest Service Handbook interim directive 1509.11-91-1 dated April 17, 1991, was used to develop the challenge cost share agreement below.

Challenge Cost-Share Agreement
between
Northern Arizona University, School of Forestry
and
Kaibab National Forest, USDA Forest Service

THIS CHALLENGE COST-SHARE AGREEMENT, is hereby made and entered into by and between Northern Arizona University, School of Forestry, hereinafter referred to as NAU and the Kaibab National Forest, U.S. Department of Agriculture Forest Service, hereinafter referred to as the Forest Service, under the provision of the Interior and Related Agencies Act, P.L. 101-121.

WITNESSETH:

WHEREAS, the Forest Service manages National Forest lands which include abundant recreation opportunities and,

WHEREAS, the Forest Service is interested in assessing the experience preferences of visitors to the North Kaibab and Tusayan Districts of the Kaibab National Forest, identifying preferences for experiences, settings, activities, facilities, and services and using that information to identify segments of visitors based on these preferences, and,

WHEREAS, the Forest Service has the responsibility to determine future visitor use projections from which recreational preferences, experiences and facilities can be estimated to meet future needs on both the North Kaibab and Tusayan Ranger Districts and,

WHEREAS, NAU is interested in promoting and assisting the Forest Service in determining these future needs and,

WHEREAS, it is mutually beneficial for both NAU and the Forest Service to work cooperatively to assess these visitor preferences, and,

WHEREAS, the Forest Service is willing to reimburse for the agreed upon expenses actually incumbered to NAU, and,

WHEREAS, NAU is willing to perform the project work on the National Forest as mutually agreed to.

NOW THEREFORE, in consideration of the above premises, the parties hereto agree as follows:

A. NAU SHALL:

1. Perform all necessary work as stated here consistent with the attached financial project plan:

a. Conduct a survey of visitors to the North Kaibab and Tusayan Ranger districts including Grand Canyon National Park visitors who pass through the districts. Said survey will gather information on the following areas of interest;

(1) Visitor characteristics and demographics,

(2) Visitor experience preferences for activities, facilities and services, and

(3) Visitor satisfaction.

b. The sampling strategy will be based on the assumption that a degree of sampling precision (accuracy of population estimates) is required for any statistic that may be used for management decisions. This value is + 5% for a true-false type question with 95% confidence interval when the occurrence of these values are assumed to be .50/.50 in the population, assuming a random sample. The sample size will be selected to meet this objective.

c. The survey will be conducted using a combination of on-site interviews and mail-back questionnaire to be designed in cooperation with Forest Service personnel. The amount of interviewing to be done on each district will be roughly proportional to USFS and NPS estimated use levels. A separate sample will be drawn for each district.

d. Analyze survey results and make projections, including identifying experience-based, activity-based, and service-based consumption at various future points in time. The primary projection effort will be to develop activity consumption projections for the Kaibab National Forest. Experience-based and service-based consumption projections will be subsequently developed from the activity consumption projections as a secondary procedure, subject to limitations of the available data.

e. Develop recommendations for future Forest recreational opportunities.

f. Prepare a written report for the Kaibab National Forest.

2. Provide all necessary supplies, materials, equipment, and labor to complete all project work.

3. Bill the Forest Service monthly for actual costs incurred for all service, transportation, tools, equipment, materials, or labor as agreed upon in the attached financial plan. Billing shall consist of a statement, itemized invoice and proof of payment (in the form of cancelled checks) submitted to:

Forest Supervisor
ATTN: B & F
Kaibab National Forest
800 South 6th Street
Williams, AZ 86046

4. Give the Forest Service or the Comptroller General, through any authorized representative, access to and the right to examine all books, papers, or documents related to the agreement.

B. THE FOREST SERVICE SHALL:

1. Reimburse NAU up to $50,000 for actual costs incurred as provided in the attached financial plan. Payment will be made upon receipt of itemized invoices and proof of payment (in the form of cancelled checks) furnished by NAU.

2. Provide NAU any and all supplies, materials, and equipment as agreed upon and identified here: temporary camping sites if required.

3. Provide leadership for planning and technical expertise in the design (and implementation) of the project.

C. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE SAID PARTIES THAT:

1. Work will begin on this project no later than March 15, 1992.

2. The work under this agreement shall be completed no later than March 31, 1993.

3. NAU will provide the Forest Service with preliminary copies of survey results from A 1.(a), and draft copies of the written report identified in paragraph A 1.(f). The Forest Service will provide comments to NAU in a timely manner.

4. Joint meetings between the Forest Service and NAU shall be held from time to time to coordinate, and to review survey formating and results, projected visitor use and needs, and preparation of the written report.

5. The Forest Service, in writing, may terminate the agreement in whole, or in part, at any time before the date of expiration, whenever it is determined that the other party has materially failed to comply with the conditions of this agreement. The other party shall not incur any new obligations for the terminated portion of the agreement after the effective date and shall cancel as many obligations as is possible. Proportionate credit shall be allowed for the Forest Service share of the obligations incurred by the cooperating party prior to termination.

6. Any monies that are payable from the United States under this agreement to any person or legal entity not an agency or subdivision of a State or local government may be subject to administrative offset for the collection of any debt the person or legal entity owes to the United States. Information on the person's or legal entity's responsibility for a commercial debt owed the United States shall be disclosed to consumer or commercial credit reporting agencies.

7. NAU shall comply with all Federal Statutes relating to non-discrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352), which prohibits discrimination on the basis of race, color, religion, handicap, or national origin; (b)

Title IX of the Education amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686, which prohibits discrimination on the basis of sex.

8. Improvements placed on National Forest land at the direction of either of the parties, shall thereupon become the property of the United States, and shall be subject to the same regulations and administration of the Forest Service as all other National Forest improvements of a similar nature.

9. This agreement in no way restricts the Forest Service from participating with other public or private agencies, organizations, and individuals or from accepting contributions and/or gifts for the improvement, development, administration, operation, and preservation of this or any other project.

10. No part of this agreement shall entitle NAU to any share of interest in the project other than the right to use and enjoy the same under the existing regulations of the Forest Service.

11. No member of, or Delegate to Congress shall be admitted to any share or part of this agreement, or any benefits that may arise therefrom; but this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.

12. Nothing herein shall be considered as obligating the Forest Service to expend or as involving the United States in any contract or other obligations for the future payment of money in excess of appropriations authorized by law and administratively allocated for this work.

13. This agreement may be revised as necessary by mutual consent of both parties, by the issuance of a written amendment, signed and dated by both parties.

14. Either party may terminate the agreement by providing 60 days written notice, unless terminated by the Forest Service unilaterally for cause in accordance with Article 2 of this section.

IN WITNESS WHEREOF, the parties hereto have executed the Agreement as of the last date written below.

Northern Arizona University

BY: _____
Henry O. Hooper
Assoc. V.P. Academic Affairs-
Research and Graduate Studies

DATE: _____

Kaibab National Forest

BY: _____
Mike Lannan
Forest Supervisor
Kaibab National Forest

DATE: _____

FINANCIAL PROJECT PLAN
North Kaibab and Tusayan Visitor Study

FOREST SERVICE CONTRIBUTION - Kaibab National Forest	TOTAL	
Forest Service reimbursement for Challenger direct costs	$50,000	
NAU CONTRIBUTION		
Salaries	$39,940	
Travel	7,900	
Supplies/Publ.	5,700	
Equipment Use	2,000	
Total Direct Cost	$55,540	
Add: Indirect Cost	$20,573	
Total NAU Contribution		$76,113
PROJECT TOTAL		$76,113
Total FS Share	66% of project value	
NAU Share	34% of project value	

Conclusions

The information gathered in this market analysis study will be used for a variety of management and business decisions affecting the future of recreation opportunities in northern Arizona. The Kaibab National Forest will be determining the recreation facilities and opportunities to be provided by the public and private for-profit and non-profit sectors for the next 15 to 20 years. The study data will be used to coordinate management efforts with the National Park Service and Bureau of Land Management. Forest Service special use permit holders will use the information to identify the services with the most potential for success. Local communities will use the information for economic development efforts designed to diversify local economies.

The challenge cost share agreement format allows a great deal of flexibility in study design and financial structure. The agreement is very easy administratively both in formulation and execution. It is easy for a resource professional to put together with the assistance of the Forest budget officer, while a contract requires considerably more effort.

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Kaibab/Grand Canyon Visitor Study
Summer 1992

ON-SITE INTERVIEW

INTERVIEW # _____ LOCATION _____

DATE _____

1. How many people are in your group today, including yourself?

   _____ PEOPLE

2. How many people in your group (including yourself) are: (RESPONSE CARD)

   - less than 5 years old _____
   - 5 to 17 years old _____
   - 18 to 29 years old _____
   - 30 to 45 years old _____
   - 46 to 64 years old _____
   - more than 65 years old _____

3. Did your group all travel here in one vehicle? (circle) YES NO

   (If NO) How many vehicles did your group travel in? _____

4. Will you fill out this postage-paid mail-back survey about your visit to this area? YES NO

   (IF YES) May we have your name and address so we can send you a reminder should you forget to return the survey?

   NAME _____

   ADDRESS _____

   CITY _____ STATE _____ ZIP_____

1992
Kaibab/Grand Canyon Visitor Survey

NORTHERN ARIZONA UNIVERSITY

NORTHERN ARIZONA UNIVERSITY

SCHOOL OF FORESTRY

Dear Kaibab/Grand Canyon Visitor:

We need your help! We would like to know more about your recent trip to the Kaibab National Forest/Grand Canyon National Park area. Information from this survey will help recreation managers provide recreation services that can best meet your needs.

Please take about 15 to 20 minutes to complete the questionnaire. Your responses are very important to us. There are no right or wrong answers and all responses will remain confidential. When you have finished the questionnaire, please put it in the enclosed envelope and drop it in the mail. Postage will be paid by Northern Arizona University.

If you have any questions or comments about this survey, feel free to contact me.

Sincerely,

Marty Lee

Marty Lee
Project Director

PO Box 4098 Flagstaff, AZ 86011-4098 (602) 523-3031

We are interested in learning about your recent visit to the Grand Canyon and/or the surrounding Kaibab National Forest lands. The area we are interested in is depicted on the map on page 2. Throughout the survey we will refer to this as the "Kaibab/Grand Canyon" area.

First we would like to ask you a few questions about the nature of your trip to the Kaibab/Grand Canyon area.

1. Did your most recent visit to the Kaibab/Grand Canyon area include a stop within: (check each that applies)

___ Grand Canyon National Park
___ Kaibab National Forest

2. What type of trip were you on? (check one)

___ Vacation with the Kaibab/Grand Canyon area as the major destination
___ Vacation with the Kaibab/Grand Canyon area as part of a larger travel plan
___ A weekend outing or short trip with the Kaibab/Grand Canyon area as the major destination
___ A day outing

3. During your most recent visit, how long did you stay in the Kaibab/Grand Canyon area? (check one)

___ less than 1 hour
___ 1 to 4 hours (1/2 day)
___ 1 day
___ More than 1 day _____ DAYS

If you stayed more than 1 day, what type of overnight accommodations did you use? (check all that apply)

___ hotel/motel/cabin
___ hostel
___ private residence
___ Forest Service campground
___ National Park Service campground
___ private RV campground
___ car or camper in parking lot
___ backpack camp
___ camping along a roadside (not in a designated camping area)
___ other _____

4. The map below is divided into ~~four~~ five zones. Please give your best estimate of how many total hours you spent in each zone during your most recent visit.

Time spent (in hours)

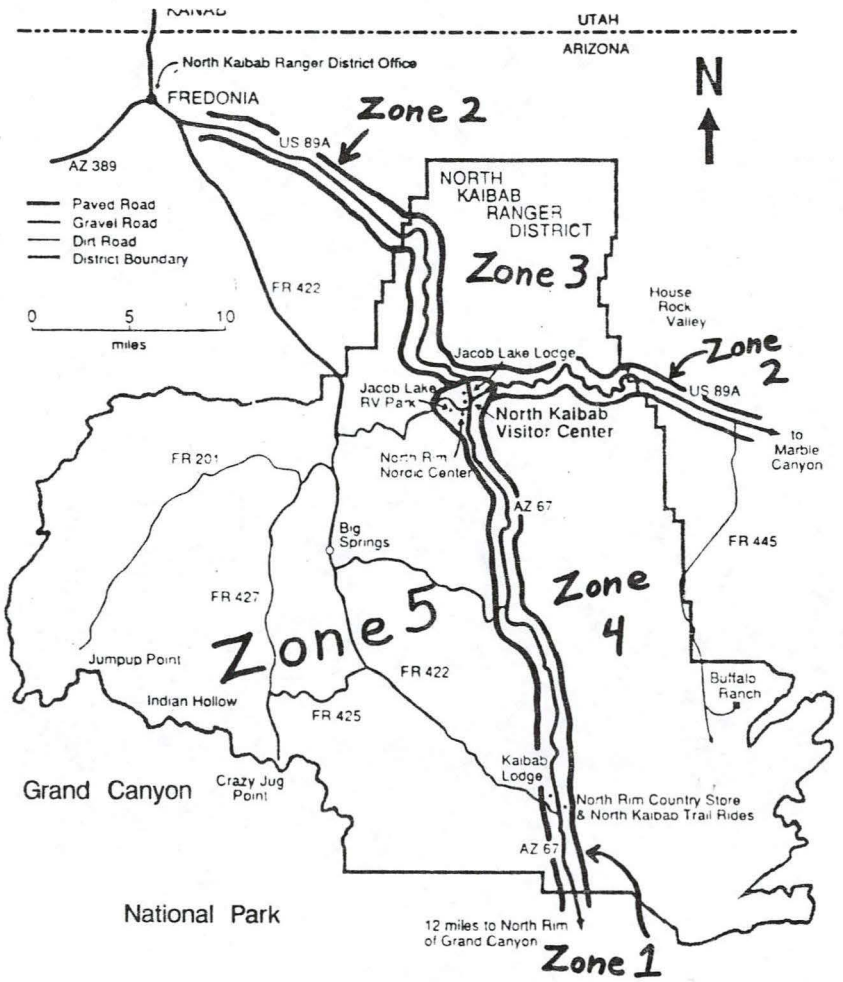
Zone 1 _____

Zone 2 _____

Zone 3 _____

Zone 4 _____

Zone 5 _____



5. To help forest managers know what kinds of activity opportunities they should provide to make your visit more enjoyable, for the activities listed below, please tell us three things:

(1) Which activities you participated in during your most recent visit.
(2) The total number of times you or any other member of your household participated in the activity in this area during the past 12 months.
(3) Your interest in participating in the activity if you were to return to the area for a future visit.

	(1) Participated during most recent visit? (circle number)		(2) Number of times any household member participated during the past 12 months	(3) Interest in participating during a future visit (circle one number for each activity)				
	Yes	No		No Interest	Some Interest	Moderate Interest	High Interest	Of Utmost Interest
Listening to nature talks	1	2	___	1	2	3	4	5
Nature study	1	2	___	1	2	3	4	5
Visiting archaeological/historic sites	1	2	___	1	2	3	4	5
Taking photographs	1	2	___	1	2	3	4	5
Stopping at scenic overlooks	1	2	___	1	2	3	4	5
Sightseeing by auto	1	2	___	1	2	3	4	5
Bird watching/wildlife viewing	1	2	___	1	2	3	4	5
Purchasing Native American crafts	1	2	___	1	2	3	4	5
Souvenir shopping	1	2	___	1	2	3	4	5
Commercial tours/guide services (mule or horse rides, mountain bikes)	1	2	___	1	2	3	4	5
4-wheel drive vehicle driving	1	2	___	1	2	3	4	5
Picnicking	1	2	___	1	2	3	4	5
Camping alongside a road (not in a designated campground)	1	2	___	1	2	3	4	5
Tent camping	1	2	___	1	2	3	4	5
RV camping	1	2	___	1	2	3	4	5
Overnight backpacking	1	2	___	1	2	3	4	5
Day hiking	1	2	___	1	2	3	4	5
Visiting wilderness areas	1	2	___	1	2	3	4	5
Bicycle touring	1	2	___	1	2	3	4	5
Horseback riding	1	2	___	1	2	3	4	5
Bow big game hunting	1	2	___	1	2	3	4	5
Rifle big game hunting	1	2	___	1	2	3	4	5
Small game hunting	1	2	___	1	2	3	4	5
Other_____	1	2	___	1	2	3	4	5

Next we'd like to ask you about the types of recreation settings, facilities and services that you like and might like to have available in the Kaibab/ Grand Canyon area.

6. There are many kinds of outdoor recreation areas that forest managers could provide to make your visit to the Kaibab/Grand Canyon area more enjoyable. Below are five different kinds of areas that might be provided.

For each area, managers would like to know:

(1) How important would each of the following be in enhancing your recreation visit; and
(2) The extent to which each type of area is currently available in the Kaibab/Grand Canyon Area

	Please indicate how important each of the following is in enhancing your recreation visit (circle the letter):			Indicate to what extent each of the following items is currently available. (circle the letter):		
	Not Important	Somewhat Important	Very Important	Not Available	Somewhat Available	Very Available
A totally undeveloped area with no facilities	1	2	3	1	2	3
A relatively undeveloped recreation area featuring trails, trailhead parking, primitive camping and other backcountry recreation opportunities	1	2	3	1	2	3
A slightly developed recreation area featuring unpaved sightseeing roads, primitive car campgrounds, scenic rest stops/turnouts, vista points, and picnic areas	1	2	3	1	2	3
A moderately developed recreation area featuring developed public and private campgrounds, paved roads, stores for supplies and food and a ranger office	1	2	3	1	2	3
A highly developed recreation area featuring RV resorts, public campgrounds, hotels, motels, paved road system, stores, gas stations, tour operators/guides, and visitor centers	1	2	3	1	2	3

7. There are many kinds of facilities and services that forest managers could provide to make your visit to the Kaibab/Grand Canyon area more enjoyable. Below is a list of things that might be provided. Using the same rating system as above, please indicate the importance and availability of each of the following items.

	Please indicate how important each of the following is in enhancing your recreation visit (circle the letter):			Indicate to what extent each of the following items is currently available (circle the letter):			
	Not Important	Somewhat Important	Very Important	Not Available	Somewhat Available	Very Available	Don't Know
Campgrounds	1	2	3	1	2	3	4
Picnic areas	1	2	3	1	2	3	4
Well maintained roads	1	2	3	1	2	3	4
Scenic turnouts	1	2	3	1	2	3	4
Signs on trails	1	2	3	1	2	3	4
Signs on roads	1	2	3	1	2	3	4
Quiet natural areas	1	2	3	1	2	3	4
Handicapped access	1	2	3	1	2	3	4
Showers in campground	1	2	3	1	2	3	4
Laundry facilities	1	2	3	1	2	3	4
Souvenir shop	1	2	3	1	2	3	4
RV services (dumps, hookups)	1	2	3	1	2	3	4
Camping alongside a road (not in a designated campground)	1	2	3	1	2	3	4
Commercial tours of the area	1	2	3	1	2	3	4
Mountain bike rentals	1	2	3	1	2	3	4
Horse rentals/trails	1	2	3	1	2	3	4
Guided hikes	1	2	3	1	2	3	4
Grocery store	1	2	3	1	2	3	4
Guided fall scenic tour	1	2	3	1	2	3	4
Hotels/motels/cabins	1	2	3	1	2	3	4
Fast-food restaurants	1	2	3	1	2	3	4
Convenience stores, snack bars	1	2	3	1	2	3	4
Fine-dining restaurants	1	2	3	1	2	3	4
Clothing stores	1	2	3	1	2	3	4
Car rental agency	1	2	3	1	2	3	4
Full service resorts	1	2	3	1	2	3	4
Scenic drives	1	2	3	1	2	3	4
Hiking trails	1	2	3	1	2	3	4
Biking trails	1	2	3	1	2	3	4
Amphitheater	1	2	3	1	2	3	4
Developed tourist attractions	1	2	3	1	2	3	4
Organized family or group areas	1	2	3	1	2	3	4
Shuttle service from campgrounds to Grand Canyon N.P.	1	2	3	1	2	3	4

8. If public land managers could change one thing to provide you with a more satisfying recreation experience, what would that be?

_____

_____

_____

_____

Next we would like to know about why you chose to come to the Grand Canyon N.P./Kaibab N.F. area.

9. People have many reasons why they might enjoy a visit to the Kaibab/Grand Canyon area. If you were to come back to the area for a future visit, how important would each of the following outcomes be to you?

	Not At All Important	Somewhat Important	Moderately Important	Very Important	Extremely Important
a. To get away from it all	1	2	3	4	5
b. To learn about the local history/culture	1	2	3	4	5
c. To have the opportunity to interact with new people	1	2	3	4	5
d. To share times with family or friends	1	2	3	4	5
e. To enjoy nature and the out-of-doors	1	2	3	4	5
f. To have thrills and excitement	1	2	3	4	5
g. To be on my own	1	2	3	4	5
h. To share my skills and knowledge with others	1	2	3	4	5
i. To explore and experience something new	1	2	3	4	5
j. To relax	1	2	3	4	5
k. To buy things or shop	1	2	3	4	5
l. To have an inexpensive recreation experience	1	2	3	4	5
m. To reflect on personal spiritual values	1	2	3	4	5
n. To do something creative	1	2	3	4	5
o. To get exercise	1	2	3	4	5
p. To experience solitude	1	2	3	4	5
q. To be away from crowds of people	1	2	3	4	5
r. To get away from noise	1	2	3	4	5
s. To experience a nicer temperature	1	2	3	4	5
t. To give my mind a rest	1	2	3	4	5
u. To learn something about the area	1	2	3	4	5

The following questions ask about your use of various types of information services as part of your visit to the Kaibab/Grand Canyon area. This information will help managers provide the kinds of information you are most interested in.

10. Which of the following information services did you use, look at, or attend during your most recent visit to the Kaibab/Grand Canyon area (check all that apply)

__ Display at a visitor center or museum

__ Brochure, map, or newsletter

__ Books or guides you purchased

__ Slide show or video program

__ Display along a roadside or scenic turnout

__ Evening campfire program

__ Ranger-guided tour or nature walk

__ Self-guided nature walk with a pamphlet

__ Other self-guided walk or tour

__ Lecture at a visitor center or museum

__ From staff at an information desk or booth

__ Other _____

11. When you visit an area such as the Kaibab/Grand Canyon area, which of the following ways of providing information would you prefer? (check all that apply)

I prefer:

__ written materials I can take with me such as maps, brochures, pamphlets, or information sheets

__ from a **ranger** in a scheduled **program**

__ **activities** which I can **do on my own** such as reading roadside signs or taking a self-guided nature hike with signs or pamphlets to tell me what is there

__ **video or computer** programs in a visitor center or museum

__ **slide** programs that accompany a lecture

__ **audio** programs such as cassette tapes that I can listen to while driving, or taped messages as part of a visitor center or museum display

__ self-explained **exhibits** in a visitor center or museum

__ **living exhibits** where actors play roles demonstrating history or skills

__ **other** methods not listed above:_____

Which one of the methods do you feel helps you gain the most information? Put a one (1) next to that method above.

12. Some potential topics for interpretive programs are listed below. If you were to return to the Kaibab/Grand Canyon area in the future, please indicate which topics you would like to know more about (check all that apply):

__ Wildlife in the area
__ Plants and flowers in the area
__ Backcountry hiking and camping etiquette
__ Maps of gravel and dirt roads
__ Other things to see and do in the area
__ Archaeology and early people in the area
__ Cultural sites in the area
__ Hunting opportunities
__ History of ranching in the area
__ Fishing opportunities in the area
__ Geology of the area
__ Other_____
_____

13. Forest managers do a variety of activities in administering the Kaibab/Grand Canyon area. Please indicate which, if any, of the topics listed below you would like to know more about (check all that apply):

__ Wildlife management
__ Outdoor recreation management
__ Timber harvesting activities
__ Managing for multiple uses
__ Livestock grazing
__ Fire as a management tool
__ How land managment agencies make decisions and how the public can be involved in that process
__ Any others?_____

_____

14. If you were to return to the Kaibab/Grand Canyon area in the future, where would it be most helpful to find further information about general recreation opportunities in the area? (check all that apply)

__ Chamber of Commerce
__ Visitor information centers
__ Sporting goods stores
__ Books, magazines, newspapers
__ Computerized information stations found in stores, libraries, hotels, airport, sporting goods stores
__ 1-800 phone number
__ Local radio stations
__ Government publications
__ Tuning to a special AM radio station
__ Forest/Park office
__ Travel agencies
__ Other_____

To help forest managers gain insight about your total recreation experience, they would like to know about your travel to and from the Kaibab/Grand Canyon area.

15. Where did you stay the night <u>before</u> you entered the Kaibab/Grand Canyon area on your most recent visit?

City_____ State_____

What type of accommodations did you use? (check one)

__ Hotel/motel
__ With friends or relatives
__ My home
__ Public campground
__ Private campground
__ Other _____

How much did the accommodations cost that night?_____

16. Where did you stay the first night <u>after</u> you left the Kaibab/Grand Canyon area?

City_____ State_____

What type of accommodations did you use? (check one)

__ Hotel/motel
__ With friends or relatives
__ My home
__ Public campground
__ Private campground
__ Other _____

How much did the accommodations cost that night?_____

17. Which of the following regional attractions did you visit as part of this most recent trip to the Kaibab/Grand Canyon area? (check all that apply)

<u>Northwest Arizona</u>

__ Lake Mead National Recreation Area
__ Lake Havasu
__ Havasupai Reservation

<u>North Central Arizona/Flagstaff Area</u>

__ Sunset Crater/Wupatki National Monuments
__ Walnut Canyon National Monument
__ Oak Creek/Sedona
__ Kachina Peaks Wilderness Area (Coconino National Forest)
__ Sycamore Canyon Wilderness Area (Coconino and Kaibab National Forests)
__ Other National Forests

Northeast Arizona

___ Mogollon Rim (Apache-Sitgreaves National Forest)
___ Petrified Forest National Park
___ Lake Powell/Glen Canyon National Recreation Area
___ Canyon de Chelly National Monument
___ Monument Valley
___ Navajo/Hopi Reservations

Southern Utah

___ Zion National Park
___ Bryce Canyon National Park
___ Arches National Park
___ Cedar Breaks National Monument
___ Natural Bridges National Monument
___ Canyonlands National Park
___ Capital Reef National Park

Other attractions

___ Mesa Verde National Park (Southwest Colorado)
___ Las Vegas, Nevada

18. In addition to those you checked in Question 17, please list the names and locations of all other major destinations visited on this trip.

Name	Location (state or city)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

19. The following question asks about expenditures you made on your trip to the Kaibab/Grand Canyon area. Below is a map of the Kaibab/Grand Canyon area with nearby communities highlighted. We would like to have your best estimate of expenditures you made in total during your most recent visit to the area and communities shown. If you didn't spend any money for a particular category, please indicate with a zero (0).

$_____ GAS AND TRANSPORTATION SERVICES (including cars, trains, airplanes, buses)

$_____ HOTELS AND MOTELS

$_____ OTHER ACCOMMODATIONS (includes campgrounds, dude ranches, etc.)

$_____ FOOD AND DRINK (restaurants and taverns)

$_____ TOURIST SERVICES (mule trains, horseback riding, museums)

$_____ SHOPPING AND GIFTS (groceries, hardware, clothing, liquor, gifts, souvenirs, etc.)

$_____ ENTRANCE FEES, PERMITS AND LICENSES (for federal, state and local government agencies)

$_____ OTHER (please specify) _____